
ANALYSIS OF LIBRARY ORGANIZATIONAL CAPABILITIES

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ABSTRACT

Organizational capabilities are essential for library performance. This article aims to build and determine the organizational capabilities of the library. The research method is descriptive. Data were analyzed qualitatively. The results showed that the organizational Capability for increasing library performance was not optimal. Organizational capabilities are not by library programs, so library performance is not maximized.

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INTRODUCTION

Organizations work in a competitive environment, and if they want to exist, they face many challenges that reduce their performance. For example, organizations face challenges such as poor planning, cultural problems, monetary problems, reward and compensation problems, administrative problems, environmental uncertainty problems, leadership problems, capability problems, and others. Organizational performance is an essential indicator of the success or failure of an institution. Currently, organizational capabilities play a crucial role for every institution, especially in library institutions; organizational Capability has been considered a determining factor of library performance. In the field of strategic management, the dynamic capabilities of libraries are regarded as a resource that makes libraries continuously more competitive (Barney & Peteraf et al., 2014; Teece, 2014). And high organizational learning ability leads to increased innovation performance of library organizations (Fernández-Mesa et al., 2012).

This research is essential, considering the importance of organizational Capability to library performance, where many library organizations face problems regarding environmental change and competition (Cania et al., 2016). A measure of library organizational performance is both quantitative and qualitative, and it is achieved by the efforts of individual employees and departments (Zehir et al., 2020). In addition, the success of a library organization is based on its performance and how well the organization achieves its goals (Al Youha & Randeree, 2008).

LITERATURE REVIEW

Dynamic Capability

Dynamic Capability consists of two syllables, namely Capability and dynamic. The term dynamic capability in management is adapting, integrating and reconfiguring internal and external organizational skills in a dynamic environment to achieve competitive advantage. Then the theory was developed in 2016; namely, dynamic Capability has three dimensions, sensing, seizing and reconfiguration. These processes help maintain a competitive advantage in a rapidly changing business environment (Teece et al., 2016). According to him, the key to dynamic Capability is seizing

new opportunities to change its business model and improve managerial competence. Dynamic Capability is complex for competitors to imitate because it is built on the characteristics of managers from the routines and culture that have been created. Because it is difficult to replicate, it becomes a unique value and a strong foundation.

Sensing

Sensing, according to Teece (2017), the sense is the ability to position oneself in the environment to seek new opportunities. Weaknesses in the research conducted by Teece (2007) sensing can be analyzed by analyzing the internal Research and Development (R&D) process and selecting new technologies, the process of utilizing and innovating within the institution, the process of following the development of science within the institution and the process of identifying target market segments, changes customer needs and customer innovation in the organization.

Seizing

Seizing, according to Teece (2017) Seizing, is the company's ability to develop resources and identify opportunities and threats and responses to them. Seizing is the creation of opportunities after carrying out the sensing process. Organizations create opportunities by conducting experiments or trial and error. The results of these activities begin new opportunities, and then these opportunities become options for organizations to carry out new strategies or create something new.

Organizational Capability

Organizational performance is an essential indicator for institutions in achieving their goals or objectives in both developed and developing countries, both in small and medium enterprises and large organizations (Wang & Zeng, 2017). Organizational Capability is responsiveness or a combination of components closely related to an organization's ability to adapt or adapt to its changing environment. So the concept of organizational capabilities shows the existence of flexibility and dynamics in organizational capabilities. Therefore organizational capabilities can differ from one another or between companies in different industries (Andrews et al., 2016). The basic understanding of organizational capability theory has been put forward a lot. But in this study, the definition of organizational Capability will be used, which refers to the overall Capability of an organization that, if used optimally and appropriately, can be considered a comparative advantage for the organization in achieving its goals (Hindasah & Nuryakin, 2020). Previous research has studied and concluded a lot about the relationship between leadership and organizational culture, and organizational performance. However, there is still limited research contextual to the changing industrial environment. Therefore, further research is needed to determine the role of organizational Capability.

Organizational Capability is a concept because it relates to how an organization's resources can achieve and produce predetermined performance. On the other hand, organizational capabilities can be said to be top-level organizational practices because they are built based on important considerations and decisions within an organization by coordinating all units and activities to achieve predetermined goals (Wang & Kuo, 2017) so that any policies and actions carried out by the organization can achieve productive results. And there is a relationship between Capability and organizational attributes that is significant in the form of bureaucracy found in the public service sector, which may be less open to market forces and has less room for strategic manoeuvres. The bureaucracy in the public service sector is a facilitator that accommodates and connects the capabilities and attributes of organizations which, in carrying out their functions, are considered less open, and there is a tendency to hide in terms of transparency before the public or society in general (Dhir & Dhir, 2018). In this case, Whitley (2007) put forward the early development and concern for

organizational capabilities that are at the center of developing organizational capabilities in particular, among others (1) There is a desire from employees because organizational capabilities develop and become important against the background of the desires of employees to commit to solving the problems at hand. (2) There is a great desire from employees to improve and develop Knowledge and very specific skills. (3) The existence of the desire of employees to always obtain costs to improve and develop competence and individual values to fulfill the demands of the organization's needs.

Core capabilities are the essence and dimension of organizational Capability as expressed by Leonard and Barton (1992), which describes it as a field of Knowledge that differentiates and provides a competitive advantage. Core capabilities, as expressed by Leonard and Barton, include four dimensions, namely Knowledge and skills, technical systems, managerial systems, and values and norms.

The first dimension is Knowledge and skills, and this dimension includes two indicators, namely: (1) specific techniques (associated with core capabilities) and (2) scientific understanding (relevant to new product development). Knowledge and skills that include specific technical indicators linked to the essence of capabilities and scientific understanding related to new product development. Knowledge is very fundamental and something vital in an organization. Where activities within the organization can run as they should when supported by existing resources within the organization, including human resources who have extensive Knowledge and are qualified to carry out their main tasks and functions within the organization where he works. Expertise is a person's provision or capital in an organization, either as an employee or manager. With expertise, an employee or manager can do something skillfully and competently.

The second dimension is technical systems, which include two indicators, namely information and procedures. Something built with information as an example presents and feeds information with a database regarding product tests held at the end of the decade—meanwhile, those made through procedures such as rules designed by the owner. Next, Koontz et al. (1015) stated that dealing with productivity issues substantially impacts social systems. In other words, personal attitudes and group behavior are influenced by the technical system at work.

The third dimension is organizational systems, and this dimension includes two indicators, namely: (1) ways of creating Knowledge and (2) ways of controlling Knowledge. Habits or ways of creating Knowledge, for example, through major or sabbatical holidays, programs of learning as a skill or networking with several partners. And patterns or ways of controlling science, such as incentive systems and structures for reporting. Interaction with the environment is significant in organizational life so that its goals can be achieved optimally. In this case, the organizational system needs to obtain and create new Knowledge in carrying out its activities.

The fourth dimension is values and norms, and this value dimension includes three indicators, namely: (1) Content and structure of Knowledge, (2) Means collecting Knowledge, (3) Controlling Knowledge. Values and norms are one dimension of organizational Capability, with these values and norms being an essential part of the organization in dealing with various problems, both dealing with issues within the organization and outside the organization. Starkey et al. (2017) define norms as expected and desired behavior; if violated, the individual or group will be criticized informally. In general, highly innovative organizations have norms that impose informal emphasis on behavior, dress, and relations between subordinates and superiors;

METHOD

The appropriate research method used is the qualitative approach model. This is in line with the opinion of Bogdan et al. (2011), who says that "a qualitative research model is a research procedure for producing descriptive data in the form of written or spoken words from people and observable behavior". Qualitative research is used to understand phenomena about research subjects, in this case, "organizational capability", which leads to the preparation of a scientific theory based on data that, in this context, find an overview of organizational capabilities in library institutions.

DISCUSSION

Discussion of research results is based on the dimensions of organizational Capability as follows. First dimension knowledge and skills, the library agency service has carried out a process of specific techniques and scientific understanding in the library. The method of implementing this dimension goes hand in hand with the Indonesian government's grand plan to improve the quality of information services by using the resources owned by library institutions. Based on the results of the research and discussion, it is known that the organizational capabilities of the central government service have delegated their duties and authorities in library services to library institutions. The library's performance has not been fully able to carry out the Specific Technics indicator, and with this indicator, related organizations have not been able to make breakthroughs to realize the target of achieving the quality of information services in the library.

The second dimension of technical systems, the Capability of the library organization to implement the dimensions of technical systems, has been running as it should; it can be seen that there is an increase in the effectiveness of information services to library users, which is getting faster. There are two things built through this dimension of Knowledge in the form of information and procedures. First, the organizational Capability of the library makes hierarchical information channels by providing information according to user needs. Second, library organizations involved in efforts to increase target achievement library service objectives hierarchically compile and apply Standard Operational Procedures.

The third dimension, the managerial system managerial Systems, is a step of the leadership of the library organization to carry out their primary duties and functions by the vision and mission they carry out to be realized by the established library objectives. In this case, the managerial system needs to gain and create new Knowledge in carrying out its activities and programs as expertise or as an arena to create a network with several partners. This way of building knowledge indicators has not been fully implemented within the capabilities of the library organization involved in efforts to improve the quality of library information services.

The fourth dimension, values and norms, the dimensions of values and norms provide the foundation or foundation of a library business unit. Core values are beliefs about what is good or bad and what is right or wrong in an organization. A clear set of core values can help to focus and motivate behavior. Norms are behavior that is expected or desired, and if it is violated, then the individual or group will be criticized informally. Interaction with the environment is significant in organizational life so that its goals can be achieved optimally. The values and norms dimension consists of three indicators: first indicator library. The second indicator, the means of collecting Knowledge, is how to manage Knowledge between the elevated level and the level of experience possessed by every employee in the organization that can be implemented.

As it should be. The third indicator, controlling Knowledge, relates to maintaining the Knowledge of employees in library institutions regarding individual empowerment according to the management hierarchy in an organization related to efforts to increase the effectiveness and quality of library services. This can be realized, and its implementation can be combined in every activity of the organization's libraries related to efforts to improve the quality of library performance.

CONCLUSION

Knowledge and expertise that specifically cannot be fully implemented by several library institutions in Indonesia. Some libraries have not been able to realize new steps, specifically as planned. This can be seen from the Specific Technique indicator contained in the organizational capability dimension, namely Knowledge and skills, which with these indicators, to make breakthroughs specifically cannot be made optimally, so efforts to support the target of increasing the agility of library performance cannot be achieved the maximum. Furthermore, the managerial system that focuses on the process of adaptation and integration with the internal and external environment of the library in the context of establishing cooperation relations in a goal cannot be fully implemented by several library institutions. In this case, related organizations in library institutions have not been able to collaborate fully. This can be seen from the indicator Ways of Creating Knowledge from the Dimension of Managerial Systems Organizational Capability; with this indicator, the Capability of the library organization can carry out efforts to create Knowledge, organizational learning programs as an arena created a network with some partners in the library environment.

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